

MONCTON NB

SHARE THE SUCCESS

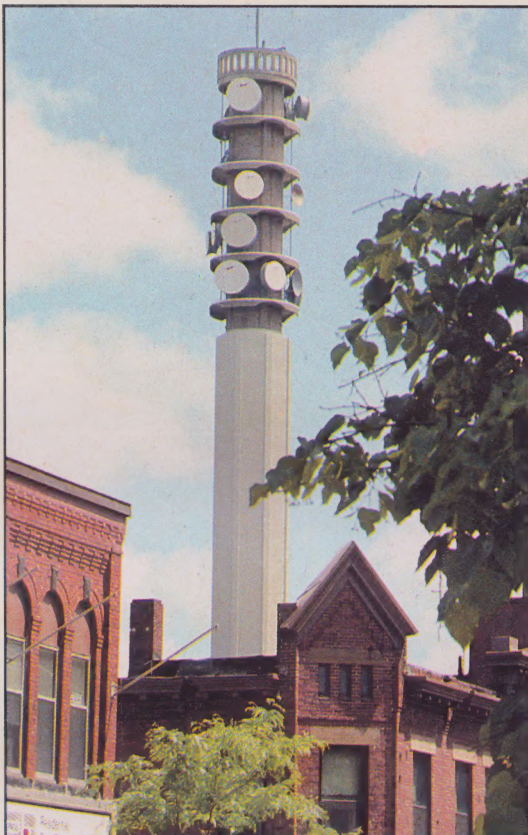
**FROM TIDAL
BARGES TO
ELECTRONIC
INFORMATION'S
NANOSECONDS**

**MONCTON AND
REGION CAPTAINS
ITS ECONOMIC
DESTINY**

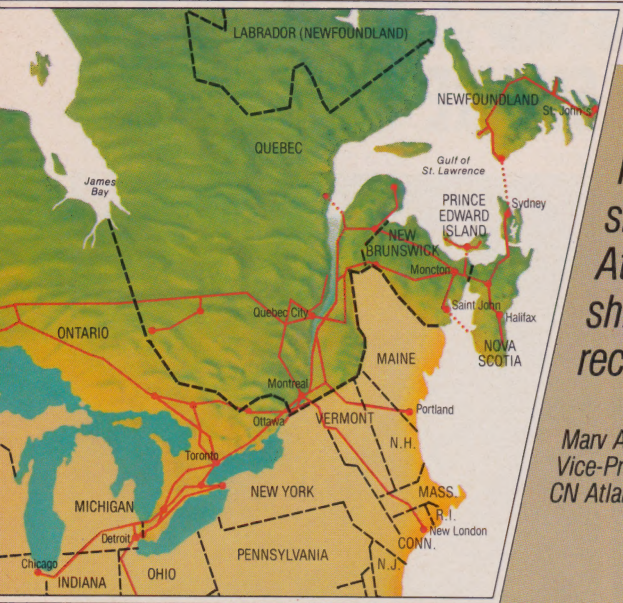
**INNOVATION
PLUS DIVERSITY
EQUALS GROWTH**

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SUCCESS STORIES**

**THIRTY YEARS OF
DEVELOPMENT
LEADERSHIP**



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Vice-President
CN Atlantic Region*



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*Responding to
the Challenge*

THERE'S MORE TO THE CHANGING FACE of Downtown Moncton than the attractive façades and streetscapes that figure so prominently in the city's renewed appearance. There is a shift in commercial focus which is visibly driving Moncton's business vitality.

This vitality is reflected in the opening of a number of new restaurants, and entertainment lounges, sidestreets fashion bouti-

downtown nightclub just completed a major renovation with an expansion into a totally new concept next door called Fat Tuesdays, which features an on-site, visible custom brewery. In addition, several speciality lounges have opened all along Main Street to provide a broad offering of atmospheres for after hour relaxation.

The city's newest addition to fine dining is a new restaurant located in a

selling financial services by long distance", adds Rooney.

Another local merchant innovation is the use of sophisticated computer databases to customize the fashion manufacturing business for retail customers. Several merchants along Main Street, including Creaghan's, one of Moncton's oldest retail operations, have recently put in computer systems that maintain database profiles of

From Tidal Barges to Electronic Information's NANO ► SECONDS

ques, and financial services firms. As well, a number of new niche market companies are staking their future growth on providing computer based services. This technology application focus is opening up new opportunities in every facet of business from retail sales, to new forms of electronic service to business enterprises.

"It is this innovation and renewal of the use of downtown buildings by our business community that is supporting the image of Moncton, as a growing, vibrant community", says Betty Rooney, General Manager of Moncton Central Business Development Corporation (MCBDC). The corporation is privately financed by the central business community and acts as a focused development agency for Moncton's downtown core.

Rooney points out that the renewal of buildings goes beyond increases in the tax base which rose from a 1979 base of \$80 million to a 1989 tax base of \$175 million, to the kinds of economic renewal that take place when business activity is stabilized and business investment is steady. "It's really this sense of confidence with one project building on another, that accounts for what is happening with all of these new dining facilities, nightclubs, and condominium projects, that are opening, or being proposed for downtown", she says.

Moncton has recently added several new up-scale speciality restaurants and nightclubs to the city's inventory of entertainment spots. These new facilities have greatly enhanced Moncton's appeal as a city that's fun to visit. Because the entertainment and dining activity is concentrated in a relatively small area, the resultant flow of people creates the critical mass ingredient which invites overall success.

The new or renovated clubs come in all sizes and atmospheres. The Shipyard, a massive complex located in a former food wholesale building on the site of Sumner Wharf, once one of Moncton's main freight docks, offers three different lounges connected in one building. Open hand-carved wooden beams and nautical decor give this club a distinctive atmosphere. And good competition brings added benefits to the user market. Ziggy's, a popular

renovated former distribution warehouse. Judson's, a three hundred plus seating restaurant, operating on two levels including a unique dinner theatre room is being positioned as an upscale restaurant and lounge offering excellent dining and unusual atmosphere.

The bilingual nature of the city offers a distinctive advantage in attracting new business opportunity. For example, the new Central Trust telemarketing centre now operating from downtown is reaching out across Canada to increase customer sales. "They're here because Moncton offers a ready supply of bilingual operators for this high-tech approach to

customers that allow them to specialize their ordering operations to their customer's fashion preferences.

From a base point in the spring of 1983 to 1985, Moncton welcomed 150 new businesses in the downtown and on average there have been 45 new businesses opening up every year since then, according to MCBDC figures.

One of the 45 new businesses driving Moncton's commercial renewal is G.N. Dataguard Ltd, recently opened in a small brick building that has served various functions from selling home heating oil, insurance, to real estate, since it was built in the early fifties.

Today, following a large capital investment, the modest building resembles an armed compound with extreme security precautions evident from the lack of windows to a rooftop ringed with barbed wire. The unique business opportunity being exploited by the Moncton based company is the provision of safe, environmentally secure, storage for computer discs and tapes, which are now critical to any company employing computers. The company services Atlantic Canada from Moncton.





GN Dataguard's founder, Edmond Richard, spotted the opportunity while working in data security for the local hospital where he was frequently asked for suggestions for off-site storage recommendations by local business operators. He secured local venture capital financing and is one of Moncton's newest success stories.

The recently opened Blue Cross Centre, located in the heart of Moncton, near the bend on the river that gave Moncton its start as fort and port, anchors the new vitality and attitude with its innovative design features and micro-age engineering, providing prestigious, high-tech office space.

Datacor Atlantic, located in the Blue Cross Centre is intending to process data for clients across North America, by utilizing the excellent telephone line connections and computer capacity creating a major new industry in the heart of downtown. "Statistics show," says Rooney, "that \$2000 a year is spent around the job location they work in by employees. Now with 1,200 or so employees and another 300 associated with the Blue Cross Centre, it becomes apparent why restaurants like Judson's, Le Mascaret, Ed's Plus, and Gaston's, have recently opened downtown."

A few blocks away from the Centre, in the restored Marven's building which was formerly a biscuit factory, now an office centre, Lexi-tech is launching a new concept in computer based, high value service for Canadian and international potential markets. Moncton has a growing high-tech component in its economy now, and this development is having a tremendous effect on business renewal in all areas. It adds to the confidence level.

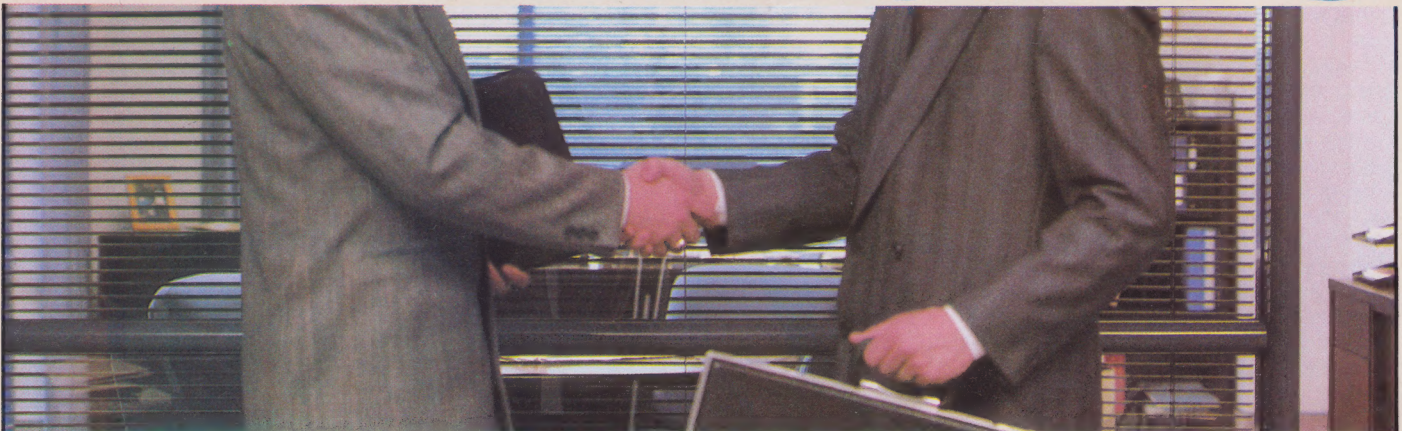
Moncton, has owed its existence, since it began as a control point guarding



the backdoor of nearby Fort Beauséjour, to its strategic location as a transportation transfer centre. At first Moncton served as a freight barge port, later a strategic rail maintenance and service centre on the main rail line east and west, then as a regional hub for truck transport of freight, and now as a new age information data processing centre.

From the snap of a sail masted schooner to the blip of a nanosecond data transmission from Datacor's office tower, the evolution in sounds represents the hundred years of Moncton's strategic importance as a critical information centre for the Atlantic region.

PARTNERSHIPS



Partnerships mean give and take.

The Greater Moncton Chamber of Commerce gives its members an opportunity to work together on programs and activities that mean economic growth for Moncton, and as a business organization takes a collective stance on issues of concern to the business community.

Involvement in committee and task force policy development work, special events, and educational programs gives members a leading edge in their personal and professional development. In turn, the Chamber relies on the knowledge, experience, talents and energy of individual members to help it achieve its goals.

Partnership with the Greater Moncton Chamber of Commerce means strength, co-operation and dedication: values of worth.



The Greater Moncton
Chamber of Commerce
La Chambre de Commerce
du Grand Moncton

MONCTON AND REGION, CAPTAINS ITS ECONOMIC

DESTINY

THE OLD ADAGE THAT ENTREPRENEURS are not genetically born as risk takers and innovators, but are created and cultivated by a community's business environment is well proven by the recent actions of Greater Moncton's business community.

Greater Moncton, and its primary trading area of Southeastern NB, is taking an innovative, co-operative approach to creating a customized economic development plan for this region's future.

A strategic direction and plan is being created by the various stakeholders of the community which will carry the region successfully into the next century.

The kick-off event launching this "from the bottom-up approach", to developing economic strategy was held recently in the form of a strategic planning workshop conference. Symposium 2000 Conference, attracted over one hundred of the region's leading business owners and operators who worked together to map a new economic future for the region.

The immediate results of the conference are impressive. In the closing moments of the final session a small group of senior business principals in the region announced the formation of the South East Capital Corporation, (SEC), a local venture capital group seeking investment opportunities. Participation is open to anyone wanting to invest. As well, conference delegates authorized the Conference Board of Directors "to ensure that the purpose and process of this Symposium be continued and that the recommendations made during this Symposium be acted upon".

Among the major recommendations coming from four final workshops include: several directing organizers to continue the bottom up development process by focusing on each of the economic sectors separately with an annual review or mini-symposium; directed organizers that they as business participants want to control and direct the strategic development process; requested that a long range ten year plan be developed; and delegates urged that every effort be made to communicate to, and involve all, business community members.

The conference program featured presentations from two leading North American futurists and interpreters of commercial trends. Both presenters stimulated

new ideas and approaches to creative thinking about economic growth strategies.

Dr Stanley M Davis, noted Boston based futurist and author, keynoted the conference with an inspirational address to over 400 of the region's business community leaders, during a Gala banquet, addressing the promise held for the Greater Moncton region if it embraced the economic opportunity created by today's technological revolution. According to Dr. Davis the

future will be defined by the speed with which products and services are provided and that every new product innovation will drive a "new information economy" and

that there is not a business in existence today that will not be "informationalized".

The weekend conference was launched on Friday evening with an extensive presentation by one of North America's leading futurist's, Frank Feather, Toronto, who took delegates on a verbal tour of the world as we will come to know it. Feather explored in some detail the social and economic changes that are transforming the world economy in ways that delegates had not considered before. He urged delegates to view the world as one great unified global marketplace of opportunity, particularly in the massive populations of the emerging Third World.

After Saturday's series of a dozen intensive workshops comprised of a dozen or more participants lead by trained facilitators, an unique computer based information capturing centre was utilized to publish the major components overnight as an interim report to delegates. A number of themes emerged from the document reflecting the forward thinking attitude of the Greater Moncton business community.

While all workshops took a positive and upbeat approach to the future, it was particularly apparent in the workshops concerned with manufacturing, with food production, with information and communications, there was recognition that the Moncton region must find its place in transformed global economy in which distance and borders matter less. New products and specialized markets create new niches and opportunities for entrepreneurship.

Participants brought several themes together in their specific recommendations

"If You Do Not Think About The Future, You Cannot Have One";

John Galsworthy

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and suggestions that will form the platform for the region's long range strategic plan now under development. Among the common strategic themes delegates included were: on how to compete in the new world economy by exploring new approaches in partnership and cooperation; on the central role to be played by technology and the need for continuous technical innovation; on how to sustain innovation by developing networks and linkages that don't now exist; and repeatedly focused on how to build critical linkages and interdependencies among all sectors of the region's economy.

Symposium 2000, took a very unique approach to economic development and brought business community leaders

together with local development agency staff, international strategic planning consultants, plus a couple of North America's leading futurists and social trend analysts, to begin a long term economic development and renewal process for the region.

"We've had some great years back to back, with building permits breaking all previous records and new opportunities are everywhere. We saw this as the right time to focus the region's business community on these opportunities including ones that hadn't even been thought of yet", says Peter Belliveau, General Manager of Moncton Industrial Development Ltd, (MID) the City of Moncton's economic development agency.

MID, although a municipal corporation, has for the past four years won national recognition for the quality and innovative approach of its advertising campaigns. Belliveau believes that to successfully market a municipality you have to not only get your message across to the rest

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BREAKING ALL
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THE MEETING PLACE

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The City to Watch / Quelle ville !

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of Canada and Northeastern United States, but you have to reach your local entrepreneurial market as well.

"Symposium 2000 achieved that goal by reaching the local business man or woman with an aggressive message of think success, plan success. We think the launch of this kind of innovative approach to creating an economic growth strategy, in the sense that the strategy bubbles up from the people who operate businesses here, is the way of the future", says Belliveau.

Belliveau adds that, "when you have a hand in creating the goals, you are more likely to be committed to seeing them achieved. The individuals involved in creating this plan are the stakeholders who operate in this region's economy on a daily basis.

"The experts for this region are our local business people who successfully operate commercial enterprises here now. They comprise the leadership that will make our future business growth happen", explains MID's Belliveau.

GREATER MONCTON BUSINESS REPORT 1989

MONCTON NB

SHARE THE SUCCESS

Publisher: David Hawkins

Editor: Peter Belliveau

Contributors: Sandy Burnett, Hans Durstling, David Jonah, Joan McDougall

Art Director: Jim Hudson

Art Assistants: Jean-Robert Richard, Janice Brown

Advertising Sales: Carol Chapman, Lisa Morris

Photography: Rod Stears

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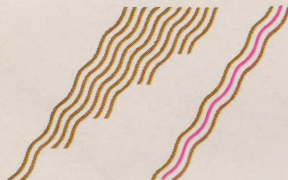
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Business Renaissance Continues

If "renaissance" might still be too strong a word, it's certain that there is a new mood of dynamism in Maritime business and industry. Gone are the days of all-the-eggs-in-one-big-basket megaprojects, and gone, too, is the feeling that if it doesn't come from outside it can't be worth much.

Symptomatic of a newly developing self-reliance and self-confidence are the following snapshot glimpses of some of the successful businesses grouped around Moncton, the central city of Southeastern New Brunswick.

Different as each organization is, a common theme unites them...people have seen an opportunity, and have risen to the challenge.



Lock-Wood is a company that likes to learn.

Starting as a family owned millwork company, Lock-Wood moved into the



post-war housing boom as a regional manufacturer of pre-built doors and windows.

Piggybacking into the western oil boom of the 1970's like many another Easterner, Lock-Wood gained its first substantial lessons of central Canadian tastes and volatile urban market conditions.

Thus prepared by this experience, Lock-Wood's most recent penetration has been into the Ontario market; Lock-Wood structured a marketing method which saw its Ontario sales nearly double every year from 1985 to 1988.

Still resolutely headquartered in Scoudouc, New Brunswick, Lock-Wood today employs over 450 people, and serves all of Canada and the Eastern United States.

Back in the seventies, when Claude Brunet worked for a major national optical chain, he felt there was an opportunity for a regional lab, flexible and fast on its feet.

Soon, **Ocean Optical** was founded. But that was only a beginning.

Together with a computer-programmer friend, Brunet developed a programme that guides a lens through every step of production.



OCEAN OPTICAL LTD.

As a result of a further innovation, Brunet's Ocean Optical is about to move into new quarters and double its staff. The innovation is a computer-coupled device called *Fingers*, which traces out the exact dimensions of the frame and electronically records them. That means that a small shop can now be on par with shopping centre labs that offer one-hour service.

The *Fingers* tracing system is now being marketed across Canada, in the USA, and in Australia.


The story of **Atlantic Industries**, of Dorchester, reveals the same process. President John Wilson, as manager of an American company making corrugated pipe for drainage and culverts, found headquarters too remote to seize what he saw as local opportunities.



"Well," he says, "I thought, if I think that way, I should put my money where my mouth is."

Corrugated pipe, hot dip galvanizing and PVC plastic drainage pipe for municipal purposes are part of the Atlantic Industries product range. Early this year, Atlantic Industries moved into central Canada through the purchase of a competitor.

Once the amalgamation is fully completed, the expanded Atlantic Industries, employing about two hundred, will see the national headquarters for all its operations based out of Dorchester, New Brunswick.

When **Chateau-Gai Wines** vice president Peter Grainger, head of the Chateau-Gai winery in Scoudouc, and two other vice presidents from the same company, bought Chateau Gai from  Labatt's, they

CHATEAU-GAI WINES

brought a total of thirty-five years of wine making experience to the newly independent company.

At the Scoudouc winery, says Grainger, wines are made for the local market under the *Normandy* name, and such national brands as *Alpenweiss*, *Capistro*, *L'Escapade* and *Canada Cooler*.

The Scoudouc winery, says Grainger, is known as an innovative and productive facility. A month ago, Scoudouc introduced *Canada Cooler* in a new twelve-pack packaging and plans are currently under way to develop more foreign wines.

"I've spent my share of time away", says Murray Goff, of **Marketing Dynamics**, a small promotional and special events company based in Moncton, "and it was time to come home."

Marketing Dynamics

Working through Marketing Dynamics, Goff soon acquired a reputation as an efficient and meticulous organizer. He's put together such shows as the *Atlantic Farm Mechanization Show*, and the highly attended *Kiwanis Lifestyle* consumer products exhibition.

Plans for next year include a pioneering international livestock marketing and technology show, featuring such state of the art specialties as embryo transplants.

Based in Fredericton, the **New Brunswick Innovation Centre**, through its staff of technical, financial and marketing specialists, helps local inventors and innovators develop their ideas to a practical, marketable stage.

innovation
CENTRE • NB

One example is the *Gradient Master*,

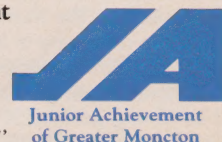
a computer controlled separator used in virus research that reduced a previously difficult and time consuming laboratory procedure to a matter of seconds.

Another New Brunswick developed product is the *Andersen Round Saw*. With an innovative three-headed saw, it cuts boards out of logs in an axial pattern, much like you'd take peels off a carrot.

Of course, not every idea gives such results. One or two in every hundred, says director Al Gallant, may make it to market.

Peter Burns, the local **Midas Muffler** franchisee and a past director of **Moncton Junior Achievement**

says a motto for the programme could be "Business attitudes are best acquired early".



Junior Achievement
of Greater Moncton

Well over 100 area high school students take part in the programme each year. Profit isn't actually the main goal.

"If they just break even, we consider that very good. The real aim is to teach the kids how business works, how to build a product, business ethics and free enterprise" says Jim Morris, a current director.

INNOVATION + DIVE

FROM THE AIR, YOU CAN SEE WHY Greater Moncton plays a key role in the economy of Atlantic Canada. As your jet approaches the airport you can look out the windows on one side and see the Gulf of St. Lawrence; from the other side, your view encompasses the valley of the Petitcodiac River and the headwaters of the Bay of Fundy. Moncton is strategically located to command the isthmus joining Nova Scotia to the rest of Canada. All surface traffic bound for Halifax, Sydney, Prince Edward Island, or Newfoundland must pass through this point. And virtually all air traffic between Europe and eastern North America is directed from the high-tech Moncton Area Control Centre. With the best all-weather airport facility in Atlantic Canada, and daily air cargo links across the continent and around the world, location is an undoubted one vital key to Moncton's success.

But a few years ago, when the nationally known Canadian journalist, author, businessman, and political strategist J E Belliveau sat down to compile the history of his hometown, he was especially struck by another quality - Moncton's energy. "Always," he wrote, in *The Monctonians*, "there has been an undercurrent of power and stamina, a restlessness...(that has) made Moncton one of the most intriguing communities in its region."

From its earliest days, the settlement at the bend of the Petitcodiac River has been good to entrepreneurs. In the mid-nineteenth century, riches were amassed by the men who built tall ships at the river's edge, and by the merchants and masters who sailed them around the world and home again. When sail gave way to steam, Moncton absorbed a temporary reversal, then came back swinging as the railway centre of Atlantic Canada. For Moncton, changes in technology did not spell decline, but opportunity. Now, as the "hub city" of the Maritimes prepares to mark the centenary of its incorporation next year, that same energetic determination to embrace change and to profit from it is as strong as ever. No longer tied to the fortunes of the railway, Moncton is entering a new century on a tide of innovative, diversified, economic growth unprecedented in its history.

One clear sign of this growth has been a meteoric rise in the quantity of new construction taking place in Greater Moncton. In the city itself the value of building permits issued has increased

annually from \$32 million in 1984, to \$80 million in 1988, and construction in the surrounding area has been equally buoyant. A similar growth pattern is evident in most other indicators of economic performance: assessment base; industrial park expansion; tourism; manufacturing; distribution; head and regional office expansion; real estate sales; employment; and retail sales.

Among major new projects completed in Greater Moncton since 1987 are the \$12 million Real Atlantic Superstore; a \$15 million expansion of Champlain Place; and the \$30 million Blue Cross Centre. Others now under way, or in an advanced stage of planning include the \$22 million Crystal Palace Hotel and indoor amusement complex; a \$30 million downtown hotel, condominium and retail development; and a little further into the future, a new City Hall and Arts Centre.

MONCTON IS ENTERING A NEW CENTURY ON A TIDE OF INNOVATIVE, DIVERSIFIED, ECONOMIC GROWTH UNPRECEDENTED IN ITS HISTORY. ◀

Construction these days involves a lot more than just bricks and mortar. The Blue Cross Centre offers a prime illustration of the point. In the words of Blue Cross Atlantic's senior vice-president, Bill Comeau: "When the city invited us to consider participating in downtown revitalization, we decided that if we were going to be there at all, it should be with a large presence and one that would set new standards for style and quality of office accommodations."

Since the Blue Cross location is a gateway to the city centre, Comeau and company president Leon Furlong wanted the building to make an important statement. A low frontage profile was chosen to blend with, rather than overwhelm the existing streetscape, while a glassed-in atrium leads the eye back to the taller, multi-level structure behind it. The interior finishing of the energy-efficient building is state-of-the-art, from the system of area heat pumps that recycle excess solar and computer-generated heat energy, to the raised floors that pro-

vide easy access to the network of wiring which is essential to the flow of power and information in the modern facility.

Was the Moncton market ready for such advanced real estate? The answer lies in the fact that within six months of opening, more than 90% of the available office space had been leased. In addition to Blue Cross Atlantic and Blue Cross Life of Canada, the complex houses a wide variety of tenants. ACOA, the Atlantic Canada Opportunities Agency, is located there. So, too, is the main branch of the Moncton Public Library, adding a cultural dimension to the space.

Yet another tenant may turn out to be one of the most important new companies ever to locate in Moncton. Datacor Atlantic Inc. is a joint venture of Blue Cross and NB Tel in the field of large-scale data management. Both companies had realized some time ago that their data processing requirements were forcing them into an expensively spiralling pattern of computer upgrades. By pooling their resources, they were able to take advantage of economies of scale that permitted them to establish a major computer facility unsurpassed in Atlantic Canada - one that will not only serve their own needs for a long time, but will also be able to serve a wide range of other private and public sector clients.

"We built for growth and for the future," says Bill Comeau, who credits the presence of the Datacor facility and the new offices for his company's success in landing a national claims payment contract, potentially worth as much as \$750 million, with the Department of Veterans' Affairs.

Comeau's pride and joy, however, is Blue Cross Atlantic's unique Quick Pay system - another benefit of the decision to proceed with the Datacor project. Developed wholly in-house, Quick-Pay reduces the time for payment of medical insurance claims from the industry standard of 2 to 3 weeks to an amazing 15 to 20 seconds, for claimants who come in person to Blue Cross Atlantic claims centres. The service is up and running in Moncton, Halifax, Saint John, NB, St John's, NF, and Fredericton, and will be opening soon in Bathurst, NB and Charlottetown.

It is not only among Moncton's insurance giants that advanced technology is exercising a profound influence, however. Ocean Optical is the business of Claude Brunet, a local entrepreneur whose casually comfortable taste in leather jackets may mask his real identity as an energetic

UNIVERSITY = GROWTH

innovator. In a few short years he has taken a small plant engaged in the manufacture of eyeglasses and turned it into an industry leader, in large part through the application of computer-assisted information input and manufacturing systems. Today, Ocean Optical's orders arrive in Moncton via satellite transmission from around the world, and this spring Brunet found himself at a trade show in Hong Kong, competing with the optical industry giants of Japan for a share of the enormous Asian market.

In the past few years, the Université de Moncton has become increasingly

important as a resource for business and economic development in the Greater Moncton area. As spokesman Paul-Émile Benoit explains it: "Like many schools, we have accepted the fact that there is a strong demand for applied research, and we have attempted to respond to it in ways that are constructive and practical. What the Université de Moncton contributes to the community is a sort of critical mass of knowledge and expertise which encourages innovative things to happen."

One of the university's principal strategies for accomplishing this has been

to establish a series of research institutes or *centres de recherche* dedicated to studies in practical, business-oriented fields. There is the International Marketing Research Centre, for example, set up to foster market studies and assist local industries that wish to export their products. The Food Research Centre is committed to assisting with the development of new food products, especially in collaboration with the region's fisheries. Other centres focus on environmental science, business administration, microelectronics and engineering design, applied linguistics, leadership training, and a variety of other relevant and useful topics.

Funded in a large degree through the provision of services under contract to clients in the private sector, these university-sponsored organizations are readily accessible to the business community and represent an important component of the technological infrastructure on which Moncton's growth depends.

There is no question that the impact of growth and renewal over the past five years has been beneficial to Greater Moncton. It shows in many ways: in the amount and range of new housing that has been started, both in the suburbs and in the downtown core; in the breadth of retail shopping opportunities available to consumers. Downtown retailer Steve Jacobson owns a highly successful gift shop, art gallery and picture-framing studio just a few doors off Main Street. In common with most of his colleagues he has noticed a big change in shopping patterns as large office complexes such as the Blue Cross Centre bring more people into the city centre.

"We see more noon-hour shopping," he says, "And with more condominiums being built in the area, downtown is experiencing a whole renewal of after-hours life."

To what does he credit Moncton's rapid progress?

"Partly it's location. We're right in the middle of the region, which gives us a natural advantage over cities that are on the periphery. Then, there's our attitude, as shown in the aggressive and upbeat marketing of the city and its advantages over the past few years. Now that we've attracted some big name companies and important innovators to Moncton, we have a wonderful base to build on, especially for companies that need a sound technological infrastructure.



The Power To Attract A Million Visitors

Magnetic Hill has long been internationally famous and is now one of Canada's most popular natural tourist attractions.

The 350-acre Magnetic Hill Tourist Development Park is a major initiative of the City of Moncton to create a world-class tourism and entertainment complex.

The *New* Magnetic Hill has become Eastern Canada's most exciting and varied vacation/recreation destination and there's still plenty of opportunity for your investment participation.

Moncton's *New* Magnetic Hill has:

Proven Potential —

- ☐ More than 970,000 visitors in 1988.
- ☐ \$61 million planned complex.
- ☐ Backing of municipal, provincial and federal governments.
- ☐ Financial involvement of successful international developers.

Opportunities for future investment —

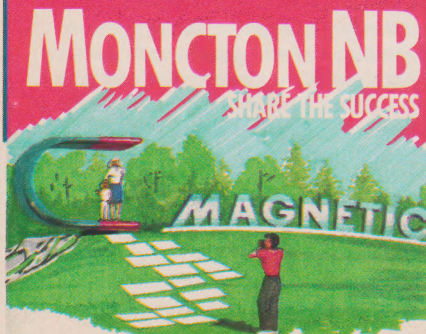
- ☐ Major components still open for development include the \$9 million Family Theme Park and a \$17 million Accommodation Village/Resort.
- ☐ Development of a \$2 million Observation Tower.
- ☐ Western Theme Village and Outdoor Amphitheater.

The City of Moncton invites you to *Share the Success!*

For further information contact:

Arthur H. Buck
Community Services Department
100 Westmorland Street
Moncton, New Brunswick
E1C 5B2

Telephone 506-853-3515



CALLING J.K. IRVING FOR A JOB IN NEW Brunswick, is somewhat like discussing opportunities in Britain directly with Queen Elizabeth. But that unusual approach worked for Carol Ann Durocher when she moved to the province in 1980, although

it was no doubt her sales and marketing experience which impressed Irving enough to hire her to help launch Cavendish Farms.

Today Ms. Durocher is perhaps Canada's most unique entrepreneur, successfully competing in the world of high fashion



from her home in Moncton, without benefit of advertising or promotion. Every single customer, whether from New Brunswick, Ontario, USA, Bermuda or Europe has come to her through word-of-mouth.

Carol Ann's House, an expertly restored century old gem, sits on the perimeter of Moncton's business district, well removed from the areas usually frequented by the chi-chi set. It is not easy to find, neither swathed in neon, nor sign posted. The front door is locked, and in fact, you need to make an appointment to enter. Ms. Durocher tells her own story best.

"As a little girl I used to visit my aunt who worked with a furrier, draping myself in her foxtails and furs. I was also fascinated by watching my grandmother work with coutured designs, applying furs. That interest continued as a hobby, and I was lucky enough to learn from Canada's leading furrier, doing everything from selecting pelts, designs, linings to the final stitching."

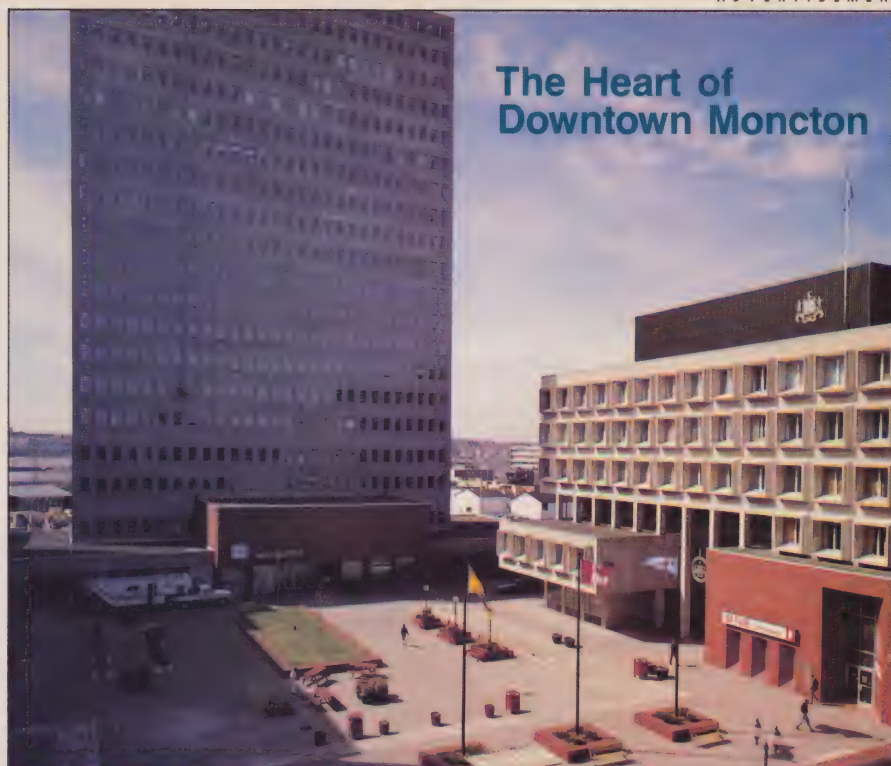
"In 1981, when a friend asked if I would help her purchase a fur vest, I thought it would be great fun. Then a neighbor who had seen the fur vest, offered to pay me to do the same thing. We discussed what she wanted, styles, and price of course. However, this time I couldn't find anything suitable off the racks, so I had it custom designed."

"Soon there were so many calls that my hobby took all my spare time, but by then, I knew that I could custom design a more stylish coat, with finer pelts and better workmanship than any store."

Within a year, word of Ms. Durocher's talents travelled far and wide, and customers not only from New Brunswick, but also from Toronto, Sweden and the United States found themselves at Carol Ann's house discussing their fur needs. By 1984, she began to work for herself full time, and the business still not publicized in any way, became officially known as "Carol Ann's House".

Today, working with every type of fur, from Russian sable to Canada's famed lynx and mink, Carol Ann deals with internationally acclaimed fur houses and award winning designers who praise her unique and exacting custom made orders. In addition, she carries a one-of-a-kind line of hand knit sweaters, and is a North American distributor for an exclusive European leather and suede couturier.

Ms. Durocher feels Moncton is an ideal place for any type of innovative business. "My first impression of this city was very positive. The people were warm and offered a real sense of belonging. It seemed that everyone I met had an exciting idea for a business, so I was very much aware of the great potential for opportunity here. In fact, I honestly feel I wouldn't be as successful anywhere else. New Brunswickers really appreciate fine quality, and real estate is still affordable, so I can live and work in this wonderful house. I think I am very fortunate indeed."



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Lexi-tech

IT'S NOT SO UNUSUAL THAT MONCTON, Atlantic Canada's largest bilingual centre, was the city chosen as the site of one of Canada's newest translation services. But what is surprising, is that within a year, Lexi-tech Inc. has shot to a worldwide leading position in the computerized translation of highly technical documents.

Ron Fournier, President of the Irving owned firm, said that the idea for Lexi-tech came about as a result of the Canadian

**LEADING
TRANSLATION
COMPANY**



Frigate Project and the need to translate over 600,000 pages of highly technical documents into French.

Realizing there was no previous capability to tackle such a massive undertaking in Canada, Fournier and his systems analyst, Larry Rogers set about developing a new fully integrated approach to translation. Their ingenuity led not only to a cost-effective solution to the "Frigate Translations", but also put Lexi-tech Inc. at the forefront of world translation companies.

The fully integrated process proceeds from initial data capture, graphics scanning, to actual translation of English to French and then the final procedures of formatting and republishing. Lexi-tech has the biggest privately owned computerized Technical Dictionary in North America and the largest Optical Scanner of its kind in Canada. Its staff includes some of the leading experts in the fields of military, radar and weapon systems, aeronautics, electronics and computer systems. All of which enables it to operate in a fraction of the time it took using traditional translation methods, and most importantly at up to 30% lower cost. Lexi-tech also offers clients a complete document maintenance service for quick up-grades and revisions.

"A lot of people ask why Moncton, and not Quebec or Ottawa?" Fournier admits. "Sure it might be a bit more convenient in terms of meetings, but this is a great place to live. We're only fifteen minutes from one of the best beaches in North America, and there's virtually no commuting here. We have had absolutely no problem attracting the best people possible to Moncton." One of the obvious benefits of a computerized high-tech company is that it no longer has to operate in a mega-centre, but can instead take advantage of the lower real estate prices and high quality lifestyles found in areas like New Brunswick, for example.

So far, Lexi-tech has primarily translated for the Defence Industry, but the same process would apply to any large volume technical application, especially one which has oversize illustrations or schematics.

Fournier is optimistic about these possibilities. "The total translation market is worth about ten billion a year. We're at least five years ahead of the Europeans, and can certainly hold our own in North America. So, based also on our success this past year, we think Lexi-tech's future looks very good indeed."

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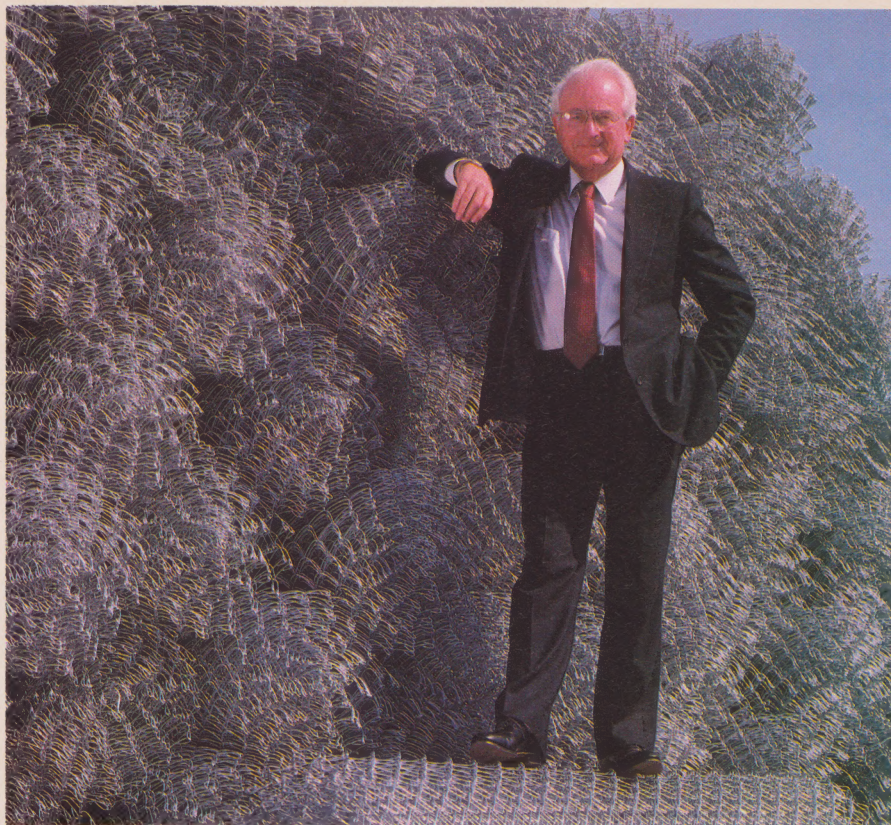
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NEW BRUNSWICK WIRE FENCE

THE NEW BRUNSWICK WIRE FENCE Co. Ltd. founded in 1898, is one company where traditions die hard. Jim Kelly who purchased the firm in the late sixties from previous shareholders, including the family of his long term employer, is proud that many of his employees are related, often their whole careers have been spent with his firm, and at one time employed three generations of the same family. His son Jim, is Vice President and General Sales Manager.

New Brunswick Wire Fence Co. Ltd. located on approximately ten acres in the Moncton Industrial Park is parent to six companies in the Maritimes, which manufacture, market and install a whole range of fencing and allied products.

Their offices and warehouse are located in Moncton, NB, Robichaud Office, NB, Charlottetown, PEI, Dartmouth, NS, Yarmouth, NS and Sydney, NS.

Fencing as a product, and as a business, knows almost no bounds. It is used in virtually all sectors; residential, agriculture, commercial and general industry. It encompasses airports, power generators, factories, tennis courts and dog kennels.

The industry is very competitive but NB Wire Fence is the only manufacturer of fence products in Eastern Canada, providing them an edge in the four Atlantic Provinces. Bermuda, Îles-de-la-Madeleine, New England, and the Caribbean Islands are all areas where fencing from the Moncton plant can be found.

Fencing is generally not an industry noted for product innovation but NB Wire Fence from their Moncton headquarters, is becoming almost as well known in the Fisheries for their unique lobster traps manufactured from welded wire mesh fencing materials.

New Brunswick Wire Fence Co. Ltd., has a subsidiary Tuf-Coat Marine Ltd, that manufactures and markets its unique vinyl coated wire mesh lobster traps, which have been gaining great interest throughout the area's fishing communities. Jim Kelly explains, "Although some fishermen find change difficult to adjust to, I think the traditional wooden traps will be phased out over the next few years. The new steel traps weigh less than half of the wooden ones and so are easier and quicker to use. They will also last longer, and that means more money for the fishermen. To our knowledge, we are the only company in Canada making a trap of this kind with a unique frame support, and the complete trap vinyl-coated after fabrication. Most other vinyl traps are manufactured from vinyl-coated wire brought in from Europe or the United States.

There are approximately 2,000,000 lobster traps in the Maritimes, and Kelly estimates that so far wire mesh has replaced about 20% of the market. He says sales usually follow as fast as his sales force can personally visit the wharfs to introduce the new product to the wary fishermen.

Jim Kelly has spent almost 37 years in the fencing business in Moncton, so it's hardly surprising that he can't imagine anywhere else he would rather live. From a potential business standpoint, he is equally positive about the area. "The central location of Moncton relative to the rest of the Maritimes makes business travel less time consuming. The air service is convenient but we just as often drive to either Nova Scotia or Prince Edward Island, as well as throughout New Brunswick. We are located an easy drive from most of our offices and clients. Also, for the type of skill we require, we are able to get excellent people from the New Brunswick Community College here."

New Brunswick Wire Fence Co. Ltd. is a company that has certainly withstood the test of time. With its 90th year behind, and looking forward to its 100th anniversary, quality service and the widest range of fencing and other steel products continue to be the top priorities. It has also developed innovation, which will further ensure its ongoing success. As Kelly notes, "With an average age of 33 years, the company's executive offices should ensure that as we approach our 100th anniversary this company will continue to emphasize that Moncton is the best regional centre for doing business in the Maritimes."

MONCTON FACTS

Population (1986)	
City of Moncton	55,468
Greater Moncton Census Area	102,084

Households (Greater Moncton—1986)	
Total number	34,740
Average Family Income 1988	\$34,893

Personal Disposable Income 1988	
Moncton CA (Millions)	\$1,412
(Per Capita - \$13,700.)	
Moncton Economic Region (Millions)	\$2,097

Retail Sales 1988 (Millions)	
Moncton CA (est.)	\$774
Moncton Economic Region (Westmorland, Albert, Kent Counties)	\$1,003

Moncton Labour Force (1987)	
Community/Bus./Pers. Services	34%
Trade	27%
Transport/Comm./Utilities	11%
Pub. Admin. & Defense	10%
Manufacturing	8%
Construction	5%
Financial/Ins./Real Estate	4%
Primary Industry	2%

Total Labour Force Participants = 50,200

Moncton Construction Statistics (Greater Moncton—1988)	
Residential	\$48,843,651
Institutional	24,382,234
Commercial	30,493,481
Industrial	5,413,936
Other	869,713
Total value of construction	\$110,003,015

Average House Price	
Three-bedroom bungalow, January 1988	\$76,000

Real Estate Sales (Millions)	
Greater Moncton	
1987 - A record year	\$69.
1988 - A new record year	\$78.

30



Thirty Years of Development Leadership

THIS YEAR, MONCTON INDUSTRIAL Development Limited (MID) is celebrating the thirtieth anniversary of its incorporation by the legislature of New Brunswick as a vehicle to acquire land and promote the industrial development of the City of Moncton. It was initially formed by the City Council and the Moncton Board of Trade, but operates today as a wholly-owned subsidiary of the city.

For many years, MID focused almost exclusively on the specific purpose of developing industrial parks. Beginning with a 12-acre lot on Baig Boulevard, the agency's holdings have increased to the point where today Moncton Industrial Park and Caledonia Industrial Estates Limited encompass 1900 acres of land, on which are located more than 200 companies employing a combined, total work force of over 4,000 men and women. With easy access to road, rail and air transportation systems, the two parks are widely reputed to be two of Atlantic Canada's most modern, attractive, and competitive locations for industrial growth.

Since its inception, MID has benefited from the voluntary services of ten presidents and literally dozens of board members drawn from the ranks of the city's business community, the City Council, the Greater Moncton Chamber of Commerce, and the Greater Moncton District Labour Council. Under their direction, the day-to-day operations of the agency have been handled by six successive managers, Michael Baig, and after him, Ted White, combined the job with other civic responsibilities. Since then, a full-time, professional position has been held by Robert MacPherson, J G MacDonald, Paul Daigle, and, since Daigle's recent appointment as New Brunswick's deputy minister of Tourism, Peter Belliveau.

It was in 1983 that the city fathers



of Moncton made a vital strategic decision to extend MID's mandate from the supervision of industrial parks to the co-ordination of the broader spectrum of economic development concerns within the city. This meant taking on an active leadership role in promoting and fostering downtown revitalization, overall economic growth in the industrial, commercial, and service sectors, the improvement of business services and infrastructure, and the marketing of Moncton as the preferred growth centre for business in Atlantic Canada.

Consolidation turned out to be a recipe for success. The years that followed ushered in a period of economic progress unprecedented in Moncton's history. The city's assessment base has nearly doubled. The annual value of real estate sales and of building permits has climbed steadily, hitting new records each year. Growth in the labour force has been outstripped by growth in the level of employment.

There is no question what it takes to drive the engines of Moncton's economic growth. One key element lies in having the right location central, well-served, and competitive. Another is having the means to promote it effectively. In 1985, backed by the financial and moral support

of the Mayor and Council, MID launched a national promotion campaign to tell business decision-makers about Moncton, its assets as a place to do business, and its undeniable attraction as a humane and friendly place to live.

Of course, even the best of promotional strategies must be backed by solid performance. That is precisely why MID has not been satisfied simply to send out its message. Rather, it offers a wide range of support services to all who respond with enquiries. Companies who are interested in locating their operations in Moncton consistently find that MID is an invaluable source of information and inside advice of the sort that can help make their ventures a success.

Among the areas in which MID offers assistance are:

Space Requirements

An inventory of available space for manufacturing, warehousing, and office space is kept and updated by MID.

Industrial Land Sales

Ample reserves of prime land are held for development in Moncton's two industrial parks.

Financial Assistance

MID provides up-to-date information on government and private sector sources to assist new or expanding businesses.

Marketing Information

MID offers practical, factual information on Moncton and its market area.

With a proven track record of thirty years in the service of Moncton's economic development, MID can look back with pride over a generation of accomplishments, and forward to the 1990s and beyond as a time of new challenges and new opportunities.

We didn't put our head office in Moncton...




...just for the Hill of it.

Don't get us wrong. We love Magnetic Hill. But it ranks pretty far down the list of good reasons why we put ACOA's head office in Moncton.

We picked Moncton because, as the "Hub of the Maritimes," it positions us to best serve the needs of all Atlantic Canada. And Moncton's growing economic importance also made good sense to us.

We're happy to share the success of Moncton. And happy to contribute toward it. As cities go, it has more than its share of magnetic attractions.

Canada 

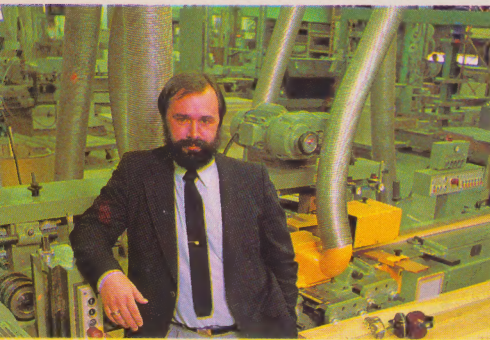


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LOCATION LOCATION LOCATION

When you're talking location in Atlantic Canada, you're talking Moncton, NB. Here's a city that owes much of its on-going success to its unique placement. The location advantages enjoyed by Moncton can also be shared with your company, and your family.



Eddy Boucher's Quality Woodwork manufactures custom-made kitchen cabinets, complete laboratories and industrial furniture for banks, schools and hospitals.



Downtown Moncton is home to Judy Jacobson's Studio 14, a quality gift and fine art shop.

Hub of the Maritimes. Check the map and see how well Moncton is positioned as the natural centre of the regional road, rail, and air interface. You also have fast, direct access to the rest of Canada and the USA.

Move right in. Establish your business in Moncton, NB and you'll be in very good company. Several head offices and regional head offices of major corporations enjoy the unparalleled advantages of Moncton NB. And so do their staff.

Moncton NB means fully-serviced industrial parks, and prime downtown office and retail space in ultra-modern or beautifully restored heritage buildings.

The living is easy. Moncton NB is a city with roots and traditions. It's a city of manageable size with well established educational, cultural, social services, and a stable workforce. And the housing is very affordable in a variety of price ranges.

It's also a vacation destination, and has some of North America's finest recreational country — with the seaside just a mere 15 minutes from downtown Moncton!



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Michael Prangnell of Atlantic Bandag, a Moncton tire retread manufacturer enjoys sailing the Northumberland Strait, just 15 minutes from the office.

MONCTON NB

SHARE THE SUCCESS

For all the facts and figures, please write or call today:
Peter Belliveau, Moncton Industrial Development,
95 Foundry Street, Moncton NB, E1C 5H7 Telephone 506 857-0700

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